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15 February 1968

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MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Weekly Report of the Office of Training

1. What's Wrong With Agency Management: A Critique by Managerial
Gridders

A final exercise of the Managerial Grid requires teams to analyze and itemize the major barriers which they consider prevent maximum organizational effectiveness in the over-all management of the Agency. Since there is considerable regularity and similarity in the types of barriers identified from one class to another, a list of these recurring items follows:

a. Missions, Goals, Objectives

- (1) Lack of clarity as to what the Agency is trying to achieve in certain programs and in different country areas.
- (2) Lower echelons often try to operationalize unclear objectives and get "shot down" for unproductive approaches.
- (3) Overlapping requirements; more than one part of the organization working on similar requirements without coordination.

b. Communications

- (1) Compartmentation too often used as an excuse rather than a legitimate reason for lack of coordination of activities.

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(2) Too often communications are predominantly down the vertical structure from higher levels with insufficient flow of ideas and critique up.

c. Intergroup Conflict

(1) Arises in part out of overlap of responsibilities, compartmentation, and lack of adequate coordination. Informal organizations and clique structures grow and thrive in this atmosphere.

d. Personnel

(1) Lack of adequate career planning.

(2) Overstaffing, in the sense of too many people having too little to do, but at the same time being very busy.

(3) Many talents and abilities of a highly capable professional staff not used or challenged.

e. Excessive formal requirements

Obviously, the above problem areas are highly generalized -- their lack of specificity is partly due to security and sensibility requirements laid down as ground rules in the Grid so no units will be identified during the problem discussions. However, the fact that the same barriers to organizational effectiveness are almost always repeated from Grid to Grid and that the participants discuss them with great intensity and concern is worth noting.

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It is quite possible that these problems are sufficiently recognized at all levels of the Agency and attempts are being made continually to cope with them. A systematic attitude survey could provide more valid and representative information of this type, if desired. Management consultant and research organizations are recommending with increasing frequency that survey techniques be used to obtain the data base on how an organization should handle, influence and control its human assets.

2. Emphasis on Supervisory and Management Training for Personnel

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25X1A6a [REDACTED] is undertaking a program to ensure that personnel at all levels are receiving supervisory and management training with plans to include every appropriate individual in a suitable course before the end of Calendar Year 1968. Forty-five have been nominated for the Supervisors Course. Effort has been made to achieve a satisfactory mix of supervisory personnel from Public Works and certain of the other branches.

3. Meeting of Clandestine Services Training Officers

At the suggestion of OTR, the new DDP Senior Training Officer,

25X1A9a [REDACTED], called a meeting on 6 February of Clandestine Services training officers and their assistants. Twenty persons, representing DDP components and OTR, discussed new language training procedures, which were developed in response to an IG recommendation that the Registrar/OTR assume more of the administrative burden for registering Agency personnel in internal training and also to improve the

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procedures for enrollment. Other matters on the agenda included NIS enrollments and a discussion of the Advanced Management (Planning) course. The number of favorable comments regarding this type of meeting has resulted in a decision by DDP/TRO to call such a session quarterly.

4. Non-Agency Briefings

During this reporting period, these non-Agency briefings were given: a) At Headquarters, 44 members of Basic FSO Course, on Agency missions and functions. b) In DDS Conference Room, Mr. Thomas Quimby, formerly of the Peace Corps and now Deputy Assistant Secretary of State for African Affairs, on the Director's responsibilities at the White House and Intelligence Community levels and on the mission of the Agency's components at home and overseas. c) At the Defense Intelligence School, 32 members of the Intelligence Analyst Course on Agency mission and functions. d) At Ft. Holabird, 22 Foreign Senior Officers, on "Current Ideological Conflicts Among Communist Parties." e) At the [redacted] on "Targets."

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5. Miscellanea

The Executive Director-Comptroller has authorized inclusion of the unclassified pamphlet President's of the United States on Intelligence in future kits of material distributed to businessmen visiting Headquarters

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as members of the Brookings Conferences for Business Executives on
Federal Government Operations. . . . Ambassador Deming has
approved an Agency enrollment of 13 students, five over quota, for
the 26 February National Interdepartmental Seminar.

[REDACTED]

fr John Richardson
Director of Training

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